

## Finance

### Mission

To provide leading practice financial management services and leadership to achieve City of Atlanta goals and objectives.

The Department of Finance serves as a strategic business partner to:

- Promote actions to achieve the City's priorities
- Provide excellent service to internal and external customers.
- Establish and maintain sound fiscal policies.
- Deliver a clear and accurate picture of the City's current and future financial position.
- Improve the effectiveness, efficiency, and integration of the City's business processes.
- Proactively report on, analyze, and recommend actions for improvement.



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### Summary of Operations

The Department of Finance manages and accounts for the City's financial resources. This department prepares and monitors the annual budget, invests city funds to protect assets, maintains fiscal liquidity and maximizes income in compliance with all governing financial and accounting laws.

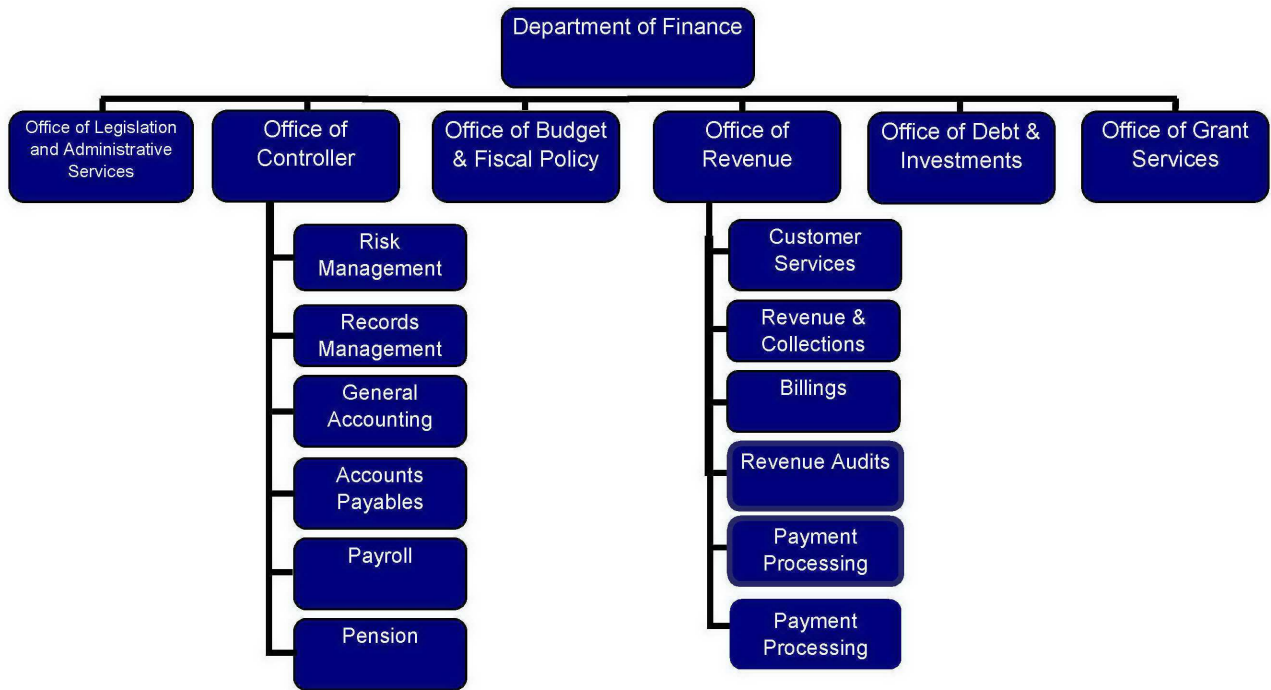
In addition, the Department of Finance provides legislative support to the Finance/Executive Committee of the Mayor's Office, City Council, and Department's.

- **The Office of the Administrative & Legislative Services** manages functions associated with legislation/research coordination, open records request, human resource administration, staff recruitment and training, procurement, space management, customer service coordination, background investigations, internal investigations, records management, and media/community relations.
- **The Office of Budget & Fiscal Policy** provides City government centralized budget and financial analysis. The Office provides independent analysis and evaluation of resource allocation issues, operational issues, and produces financial and operational data for both internal and external use. The Office also provides financial planning and analysis, economic analysis, enterprise fund budgeting, and cash forecasting.
- **The Office of the Controller** directs policy and management for all of the City's accounting operations and has responsibility for developing and publishing accurate financial statements and has oversight of the Comprehensive Annual Financial Report (CAFR). This office is charged with the responsibility of managing the coordination of external audits and the development of financial policies and procedures, manages Accounting Services including Accounts Payable, General Accounting, Payroll, Pension Administration, Grant Accounting,

and Records Management for City departments. The Controller's Office also has oversight to manage operations in Risk Management & Financial Information Systems.

- **The Office of Debt and Investments** is responsible for the management of the City of Atlanta's debt and cash resources. Debt Management oversees the City's long-term and short-term debt portfolio providing centralized management to ensure accountability, control and judicious application of the public resources. The team services the General Obligation, Airport, Water & Wastewater and conduit debt of the City. Cash and Investment Management is responsible for cash management and the investment of the City's cash portfolio. Our policy is to invest public funds in a manner that will provide maximum security and commensurate return while meeting the daily cash flow demands of the City.
- **The Office of Grant Services** manages money allocated to the City of Atlanta from the U.S. Department of Housing and Urban Development (HUD). These funds are Community Development Block Grants (CDBG), Emergency Shelter Grants (ESG), Home Investment Partnership Program (HOME) and Housing Opportunities for Persons with AIDS (HOPWA). It also manages grants from state government, foundations, and private entities. Grant Services is the fiscal agent for all grant funds received by the City of Atlanta. The unit's overall fiscal administrative responsibility is to use fiscal controls and fund accounting procedures to ensure the proper disbursement of and accounting for federal and state funds.
- **The Office of Revenue** administers billing and collection, business licensing, revenue assurance and auditing, accounts receivable management, lien recordings, payment processing and online payment services. The billing and self-reported collection accounts include general business license, hotel/motel tax, car rental tax, alcohol tax, franchise fees, building and land rental leases, professional tax accounts and compliance with the City Code of Ordinances. Revenue audits are performed to ensure that businesses are accurately reporting all revenues due to the City. The accounts receivable team conducts ongoing review and analysis of major aged accounts and ultimately enforcement actions including the placement of liens to satisfy outstanding debts. The payment processing activities includes ensuring daily bank deposits, accounting and posting of City receipts to the general ledger and the management of online payment programs.

## Organizational Chart



## ATL Stats Performance Metrics for Finance

Performance Measure	2008 Actual	2009 Target	2010 Target
Revenue Collection Rate for Business Licenses	93%	95%	95%
Revenue Collection Rate for Property Tax	95%	95%	95%
Revenue Collection Rate for Solid Waste	90%	90%	90%
Financial Close Cycle Time (from month end)	N/A	N/A	10 Work Days
Number of Certified Financial Reports	N/A	N/A	7
Forecasting Cycle Time (from end of quarter close)	N/A	N/A	20 Work Days
Average AP Invoice Days Payable	N/A	N/A	40

\* Note, the Department of Finance did not participate in ATL Stat in 2009 and prior.

**FY09 Accomplishments:**

- ❖ Established and launched an updated Finance Department vision and mission and revised internal operating procedures. The core values focus on results, accountability, and customer service.
- ❖ Conducted review of Finance processes with Deloitte Consulting to provide findings and recommendations for improvement of the Department's operations.
- ❖ Developed a transformation roadmap for Finance that guides and establishes timing for the department's improvements.
- ❖ Performed initial improvements on the annual budget process.
- ❖ Established initial cross-departmental performance measures.
- ❖ Created initial revenue and cost forecasting processes for quarterly reporting.
- ❖ Maintained investment grade bond rating for all Funds. Collected delinquent revenue collections of \$3,670,926 (FY09 year to date). \$2,927,943 billed and \$1,761,341 collected by audit group (FY09 year to date).
- ❖ 440 new businesses discovered/detected and licensed.
- ❖ 55,470 customers contacted and responded to by revenue customer service.
- ❖ Placed 99 water liens on delinquent customers.
- ❖ Budgeted, managed compliance, and conducted accounting for \$92 million in grants to the City of Atlanta.

**FY10 Proposed Program Highlights**

- ❖ Established a monthly close process to provide an ongoing picture of the City's financial position.
- ❖ Improve the financial reporting of the City by taking action on key report gaps. Use reporting to improve fiscal discipline across the City.
- ❖ Conduct further improvements on the budgeting and forecasting processes.
- ❖ Define capital, trust, and grant budget processes, timelines, and tools.
- ❖ Begin the creation of a single point of contact to handle customer requests and issue resolution.
- ❖ Work with the Department of Information Technology and other City departments to streamline Oracle processes and reduce manual work/exceptions.
- ❖ Document core business processes
- ❖ Measure Finance customer satisfaction externally and internally.
- ❖ Improve Finance office coordination and integration to help customers.
- ❖ Implement automated business license renewal process.
- ❖ Recover \$2 million via revenue audits.
- ❖ Improve Grant Accounting's draw down process through updated policies and procedures. Reconcile draw downs to expenditures, and to HUD's IDIS system on a monthly basis



## FY10 Budget Highlights Department of Finance

### Section 1

Department Summary	FY08 Actual		FY09 Budget		FY10 Budget		Variance (FY09 to FY10)
Personnel	\$	11,765,401	\$	10,031,709	\$	9,524,132	\$ (507,577)
Operating	\$	3,713,762	\$	1,274,910	\$	2,005,532	\$ 730,622
<b>Total Budget</b>	<b>\$</b>	<b>15,479,163</b>	<b>\$</b>	<b>11,306,619</b>	<b>\$</b>	<b>11,529,664</b>	<b>\$ 223,045</b>

### Section 1.a

Personnel Cost Highlights	FY08 Actual		FY09 Budget		FY10 Budget		Variance (FY09 to FY10)
Salary - Full Time	\$	8,314,787	\$	7,033,877	\$	6,914,691	\$ (119,186)
Salary - Part-Time & Temporary	\$	131,869	\$	-	\$	260,550	\$ 260,550
Overtime	\$	213,841	\$	25,000	\$	25,000	\$ -
Health Benefits	\$	991,998	\$	902,129	\$	921,671	\$ 19,542
Pension	\$	2,095,862	\$	2,070,703	\$	1,402,220	\$ (668,483)
Other Personnel	\$	17,043	\$	-	\$	-	\$ -
<b>Total Personnel</b>	<b>\$</b>	<b>11,765,401</b>	<b>\$</b>	<b>10,031,709</b>	<b>\$</b>	<b>9,524,132</b>	<b>\$ (507,577)</b>

### Section 1.b

Operating Cost Highlights	FY08 Actual		FY09 Budget		FY10 Budget		Variance (FY09 to FY10)
Consulting & Contracted Serv.	\$	1,068,641	\$	750,676	\$	1,547,120	\$ 796,444
Repair & Maintenance	\$	131,840	\$	150,271	\$	24,780	\$ (125,491)
Communications	\$	114,952	\$	22,475	\$	84,002	\$ 61,527
Professional Development	\$	59,514	\$	88,400	\$	60,700	\$ (27,700)
Supplies	\$	163,043	\$	120,360	\$	163,872	\$ 43,512
Utilities, Energy	\$	-	\$	-	\$	-	\$ -
Small Equipment (< \$5,000)	\$	14,709	\$	-	\$	28,371	\$ 28,371
Capital (≥ \$5,000)	\$	29,428	\$	56,850	\$	28,350	\$ (28,500)
Motor Equipment	\$	1,899	\$	1,169	\$	1,100	\$ (69)
Debt Service	\$	-	\$	-	\$	-	\$ -
All Other Line Items	\$	2,129,735	\$	84,709	\$	67,237	\$ (17,472)
<b>Total Operating</b>	<b>\$</b>	<b>3,713,762</b>	<b>\$</b>	<b>1,274,910</b>	<b>\$</b>	<b>2,005,532</b>	<b>\$ 730,622</b>

4.27.09



## FY10 Budget Highlights Department of Finance

### Section 2

Authorized Position Count	FY09	FY10	Change
Full-Time	125	120	-5
Sworn	0	0	0
Civilian	0	0	0
<b>Total</b>	<b>125</b>	<b>120</b>	<b>-5</b>

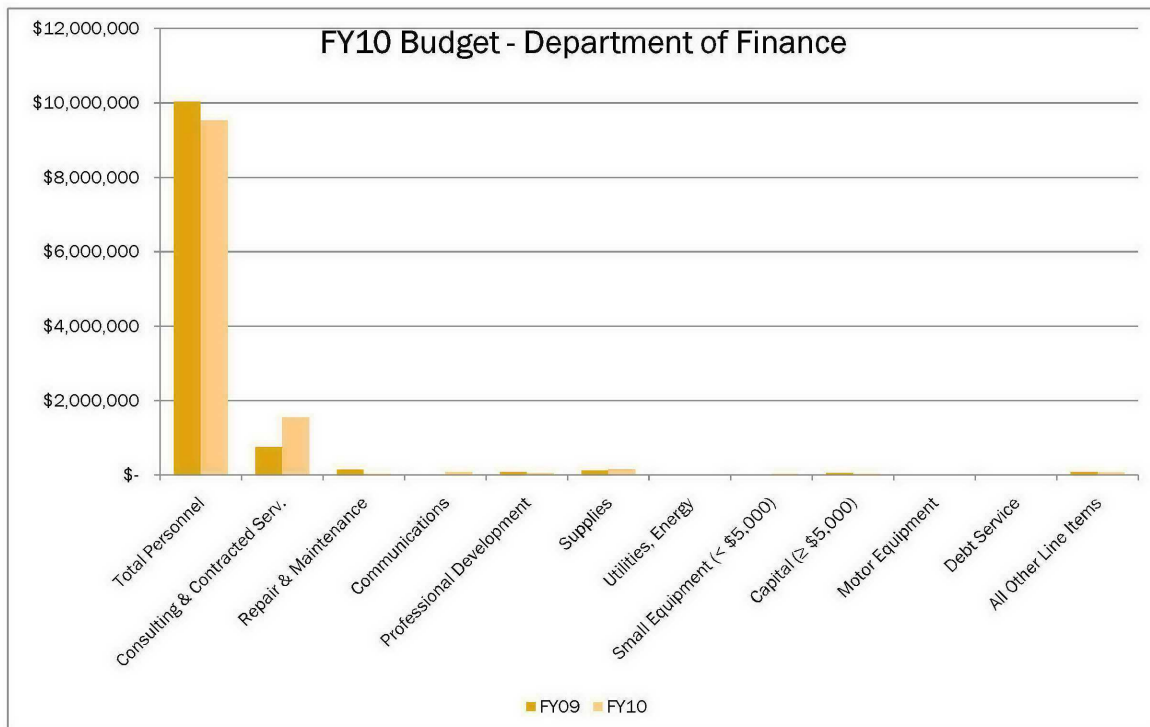
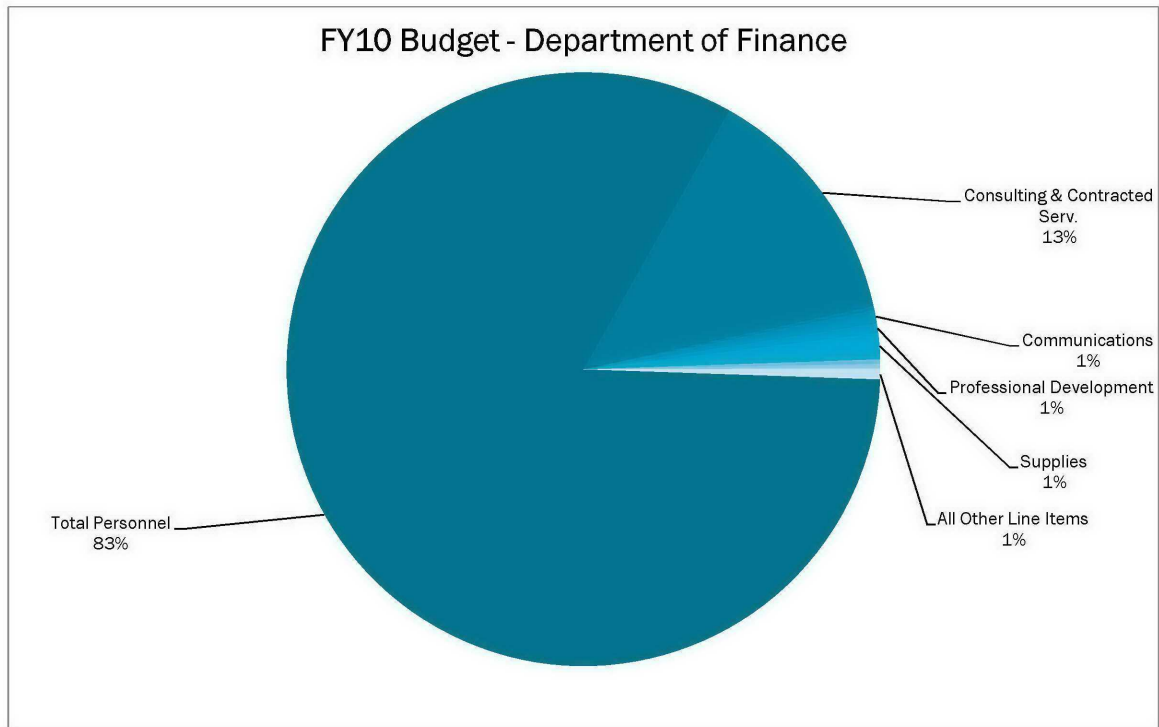
### Section 2.a

Personnel Cost Highlights	Variance (FY09 to FY10)	Explanation
Salary - Full Time	\$ (119,186)	Decrease in cost due to annualizing FY09 position reductions
Salary Part-Time	\$ 260,550	Increase due to staff needed for account reconciliations and closings
Overtime	\$ -	
Health Benefits	\$ 19,542	Increase due to cost of health benefits rising
Pension	\$ (668,483)	Decrease in cost due to annualizing FY09 position reductions
Other Personnel	\$ -	
<b>Total Personnel</b>	<b>\$ (507,577)</b>	

### Section 2.b

Operating Cost Highlights	Variance (FY09 to FY10)	Explanation
Consulting & Contracted Serv.	\$ 796,444	Increase due to Finance Transformation funding and records management contract
Repair & Maintenance	\$ (125,491)	Change due to normal operation variances
Communications	\$ 61,527	Increase due to additional costs of wireless services
Professional Development	\$ (27,700)	Change due to normal operation variances
Supplies	\$ 43,512	Change due to normal operation variances
Utilities, Energy	\$ -	
Small Equipment (< \$5,000)	\$ 28,371	Change due to normal operation variances
Capital (≥ \$5,000)	\$ (28,500)	Change due to normal operation variances
Motor Equipment	\$ (69)	Change due to normal operation variances
Debt Service	\$ -	
All Other Line Items	\$ (17,472)	Change due to normal operation variances
<b>Total Operating</b>	<b>\$ 730,622</b>	

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## FY10 BUDGET SUMMARY BY DEPARTMENTAL OFFICE

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